

*Whitewater*  
*Next!*  
*City Strategic*  
*Plan*

# The Importance of Strategic Planning

- Strategic planning in a municipal setting enables the community's leadership to understand the numerous future environments in which the community will exist, establish consensus about how best to achieve its most desired vision and illuminate the actions that will most likely make that happen
- Government must act no different than business...the City of Whitewater receives valuable resources from its taxpayers to provide goods and services

# City of Whitewater Strategic Planning Process

- Citizens Survey Conducted in Spring, 2005
- City Mission and Vision Statements Developed by Task Force in Summer/Fall, 2005
- Whitewater Next! Community Planning Day Held on November 5, 2005
- Common Council Consideration of Plan Adoption-December, 2005

# City of Whitewater

## **MISSION STATEMENT**

The City of Whitewater provides efficient and high quality services which support living, learning, playing and working in an exceptional community.

# City of Whitewater

## VISION STATEMENT

Building upon our rich history, we will continue to be a welcoming, safe, and dynamic community. We will embrace the cultural and educational opportunities that the presence of a thriving university and an increasingly diverse population offers.

We will seek to continually improve and make Whitewater strong by fostering public trust and confidence in our government. We will encourage a community characterized by a spirit of openness and fairness that encourages individuals to participate publicly and prosper personally. We will maintain a high quality of life through careful stewardship of all of our many resources.

# Strategic Points

- 1) Quality of Housing
- 2) Quality of Education
- 3) Quality of Commerce
- 4) Resident's Participation in Public Affairs
- 5) Resident's Personal Prosperity
- 6) Truth & Confidence in the Municipal Government
- 7) Sustainable Growth
- 8) Safe Environment

# Quality of Housing

## Three Strategic Goals:

- 1) Improve Code Enforcement – Initiate Quarterly Reports to City Council
- 2) Preserve existing family neighborhoods – Assist in the development of Neighborhood Associations – Work with UW Whitewater on Housing Policies
- 3) Develop a City Plan for a balanced housing inventory

### Other Suggestions:

- Work to balance quality and price related to community job opportunities
- Home rehabilitation and remodeling – promotion of low-interest loan program
- Focus on senior housing in the community
- Understand changes in the University of Wisconsin-Whitewater housing policy
- Preserve the natural landscape

# Quality of Education

## Three Strategic Goals:

- 1) Develop partnerships between School District, University and others – Continue Whitewater First! Community Marketing Program
- 2) Maintain a common and consistent community education calendar
- 3) Continued support for the arts

### Other Suggestions:

- Identify needs of the Hispanic community
- Develop Adult development programs
- Support the library
- Preserve landmarks
- Increase number of senior education activities
- Share resources with K-12
- Provide information of school activities to larger community
- Promote computer & technical education at all levels
- Include schools in Vision Statement and other City Marketing
- Partner with schools and others for education and recreation
- More focus on cultural diversity education
- Attract and keep quality educational staff
- Establish “exit survey” for staff leaving the district
- Establish ticket office in downtown Whitewater
- More funds to classroom activities vs extra-curricular activities
- More music, athletics, arts, and academics for a complete education

# Quality of Commerce

## Three Strategic Goals:

- 1) Create a larger, high-paying job market through intensive business recruitment and infrastructure improvements
- 2) Attract one more food store
- 3) Identify a niche market for the Community

### Other Suggestions:

- Develop technology market plan
- Low cost parking
- Develop a business recruitment plan
- Provide incentive for a Main Street restaurant
- Long-term improvements to transportation and accessibility
- Partner with Chamber of Commerce
- Create a business incubator to encourage retail shopping
- Attract business that reflect the environment and values of the city
- Identify and secure grants and other financial assistance
- Encourage a diverse set of businesses
- Bring in more large retailers for more shopping alternatives
- Market to student needs
- Advertise range of entertainment and events in town
- Recruitment and infrastructure improvements

# Resident's Participation in Public Affairs

## Three Strategic Goals:

- 1) Increase number of and promote Public Events for full Community participation with increased visibility
- 2) Broaden diversity of people in community affairs
- 3) Provide and distribute “Whitewater Welcome Packet” with useful information (new residents, students and new employees)

### Other Suggestions:

- Translate public information into Spanish
- Solicit donations from service organizations
- Use of public facilities for community groups
- Increase volunteer opportunities
- Identify leadership in elected/appointed officials
- “Pro Growth” attitude supported by community leaders
- Use signage to promote community events/programs
- Personally invite residents to activities
- More vibrant, updated web page
- Communication with adjacent townships
- Public access to city hall computers
- Involve community in crime prevention
- Encourage everyone to spread information by word of mouth
- Publicize meetings and events well in advance
- Provide on-campus polling place
- Continue to advise public on city benefits and needs
- Explore all ways to share city information
- Find staffing to publicize information (city, UWW, School partnership)
- Set up systems to promote ongoing participation regardless of leadership

# Resident's Personal Prosperity

## Three Strategic Goals:

- 1) Create high-end job opportunities to improve and enhance standard of living
- 2) Develop a schedule of activities in a known pattern piggy-backing other community events
- 3) Provide more quality of life opportunities for citizens such as bike paths, entertainment, etc...

### Other Suggestions:

- Maintain reasonable personal property tax
- Increase visibility and presence of multiple cultures/ethnicity
- Increase the number of family supporting jobs
- Increase the number of community gatherings
- Increase opportunities to grow professionally
- Nurture support of advocacy groups
- Increase use of Starin Park/Cravath for fellowship
- Encourage 24 hour a day health care
- Provide free programs on financial topics
- Provide assistance on taxes, debt management, retirement planning, and home energy conservation
- Stimulate affordable housing
- Find reasons for subsistence level housing for improvement
- Offer incentives for renewable energy sources
- Protect neighborhoods/zoning
- Promote use of parks while preserving & enhancing natural resources
- Explore public recreation opportunities
- Create community kiosk to inform citizens of opportunities and availability of computers

# Truth & Confidence in the Municipal Government

## Three Strategic Goals:

- 1) Initiate more cooperative efforts between City, School District, University, and Community
- 2) Create and produce a City Newspaper through “Whitewater First”
- 3) Expand opportunities to receive public engagement on issues and initiatives

### Other Suggestions:

- Increase openness and responsiveness of the police department
- Reduce the amount of antagonism between the municipal government and the public
- Maintain/increase levels of service
- Continue Kevin’s fireside chats
- More personal invitations to public input sessions
- Increase amount of electronic communication
- Continue opportunities to get public engagement for issues and initiatives
- Communicate results and progress to the public
- Continue/expand breadth of information using Channel 13, newspaper, and city’s website
- Evaluate options to reduce the number of voicemail “trees”
- Praise and continue City Manager’s open door policy
- Increase diversity in city government leadership
- Apply transparent formula to fairly assess properties
- Require all major decisions and decision processes be open and transparent
- Create and produce a city newspaper through “Whitewater First”
- Follow through on commitments in a timely manner
- Let go of the mistrust of the past

# Sustainable Growth

## Three Strategic Goals:

- 1) Balance housing to meet needs of low, median and high income levels
- 2) Create destination businesses, and continued marketing of **entire** community
- 3) Increase number of business opportunities to encourage 'walk to work'

### Other Suggestions:

- Limit big box development
- Increase development that provides city benefits (infrastructure)
- Good Marketing of vacant spaces
- Develop highway 12 options
- Community invest/connects with current and new businesses
- Increase marketing for housing improvement loans/grants
- Provide resources for maintaining and re-use of buildings
- Redevelop Brownfield properties
- Increase city staff (parks, streets, code enforcement) to carry out sustainable growth objectives
- Not superficial growth: ease in supporting industry/developers through local investment opportunities
- Develop/redevelopment from city core out
- Use business growth on edge of city to promote central district
- Create well paying jobs downtown and in the business park
- Increase new businesses for the business park

# Safe Environment

## Three Strategic Goals:

- 1) Encourage awareness and respect for the environment. Encourage business owner and youth participation in community clean-ups
- 2) Maintain quality law enforcement staffing and training standards.
- 3) Create more bike paths and on-street bike lanes

### Other Suggestions:

- Stop vandalism – outdoor video cameras
- Reduce anonymity of people inclined to create problems
- Continue working with current pedestrian safety committee on improving Main Street crossing
- Keep a strong volunteer fire and rescue program
- Remove traffic congestion at schools. Increase the rate of walkers/bike riders
- Significantly slow traffic. Put up speed/radar sign more often
- Have all "walk/don't walk" signals be default "on"
- Increase the number of "Yield to Pedestrian" signs
- Communicate emergency preparedness plans to entire community on an annual basis
- Encourage/provide opportunities for residents to get to know each other and promote small town values (neighborhood association network)
- Create competition between youth and University students to educate on city clean up and its effect on peoples opinions
- Significantly reduce the amount of vandalism and "nuisance" crimes – City, University, and School district
- Implement traffic calming along Main Street near University – flashing yellow caution lights
- Erect stop sign at Whiton and Main to operate at peak times
- Connect North and South bike trails at Main/Milwaukee streets
- Enforce speed controls downtown, Main Street, Starin Road and J-Walking
- Maintain standards for streets, sidewalks and lighting

# *Participants:*

<i>Al Stanek</i>	<i>Jan Bilgen Craggs</i>	<i>Nancy Brunner</i>
<i>Alan Lockett</i>	<i>Jeannie Fassel</i>	<i>Paul Lauritsen</i>
<i>Bill Bowen</i>	<i>Jim Allen</i>	<i>Peter Disley</i>
<i>Bruce Parker</i>	<i>Jim Caldwell</i>	<i>Peter Uselman</i>
<i>Carol Wieman</i>	<i>Jim Coan</i>	<i>Peter Zaballos</i>
<i>Carolyn Folke</i>	<i>Jim Leaver</i>	<i>Richard Ehrenberg</i>
<i>Carrie Dampier</i>	<i>Jim Stewart</i>	<i>Richard Telfer</i>
<i>Cathy Swartz</i>	<i>John Mack</i>	<i>Rick Fassel</i>
<i>Chuck Nass</i>	<i>John Newhouse</i>	<i>Rick Lien</i>
<i>Craig Stauffer</i>	<i>John Patterson</i>	<i>Roberta Landsee</i>
<i>Dave Duchrow</i>	<i>Karen Kalas</i>	<i>Rod Scherer</i>
<i>Dave Kachel</i>	<i>Kim Hixson</i>	<i>Roni Telfer</i>
<i>Dave Stone</i>	<i>Kristine Zaballos</i>	<i>Rose Mary Leaver</i>
<i>Dawn Hunter</i>	<i>Kurt Harkness</i>	<i>Stacey Lunsford</i>
<i>Dean Fischer</i>	<i>Leslie Steinhaus</i>	<i>Steve Lamsam</i>
<i>DeAnna Brunner</i>	<i>Linda Loomer</i>	<i>Steve Shaw</i>
<i>Dennis Riley</i>	<i>Lisa Otterbacher</i>	<i>Steve Nass</i>
<i>Dick Telfer</i>	<i>Max Taylor</i>	<i>Dr. Susan Johnson</i>
<i>Doug Saubert</i>	<i>Marilyn Kienbaum</i>	<i>Tiiu Gray-Fow</i>
<i>Emma Lou Sederholm</i>	<i>Mark Roffers</i>	<i>Tom Barnes</i>
<i>Florence Rhodes</i>	<i>Marty Fahl</i>	<i>Travis Jack</i>
<i>Gene Hackbarth</i>	<i>Mary Nimm</i>	<i>Vance Dalzin</i>
<i>Greg Torres</i>	<i>Merle Lyons</i>	<i>Kevin Brunner</i>
<i>Harriet Kalwa</i>	<i>Michele Smith</i>	<i>Ysaac Chabo</i>